

PROPOSAL PACKAGE

CC-REDW001-07

Department of the Interior

National Park Service

**Proposal to Operate a Hostel including
Overnight Accommodations and Related Services**

Within Redwood National and State Parks

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PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's transmittal letter set forth below indicates your acceptance of the terms and conditions of the Concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. The letter, submitted without alteration, must bear original signatures and be included in the Offeror's response package. The Service will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's transmittal letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new Concession Contract as the Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.

To: Jonathan B. Jarvis
Regional Director
Pacific West Region
National Park Service
1111 Jackson St.
Oakland, CA 94607-4807

Attention: Concession Program Management

Dear Mr. Jarvis:

The Offeror hereby agrees to provide visitor services and facilities within Redwood National and State Parks in accordance with the terms and conditions specified in the Draft Concession Contract CC-REDW001-07, provided in the Prospectus issued by the public notice as listed on www.fedbizopps.gov on April 4, 2007 and to execute the new Concession Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true and correct to the best of its knowledge and belief, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the draft Concession Contract, and the Prospectus, and that the Offeror has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 43 CFR Part 42 the following:

Any of the individuals or entities seeking participation in this Concession Contract are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.

Within the three years preceding submission of the Proposal, none of the individuals or entities seeking participation in this Concession Contract have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

None of the individuals or entities seeking participation in this Concession Contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the offenses.

The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the new Concession Contract:

1. To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
2. To complete the execution of the final Concession Contract within thirty working days after it is presented by the National Park Service.

3. To commence operations under the new Concession Contract on the effective date of the new Concession Contract.
4. To operate under the current, Service-approved rates to visitors, until such time as amended rates may be approved by the Service.
5. [Include only if the Offeror is not to be the Concessioner] To provide the entity that is to be the Concessioner under the draft Concession Contract with the funding, management and other resources described in our proposal.

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF CORPORATE OFFEROR

(Offerors who are not corporations should skip this certificate)

I, _____, certify that I am the _____ of the corporation named as Offeror herein; that _____, who signed this proposal on behalf of the Offeror, was then _____ of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY: _____ DATE _____

(Type or print name and date)

Original Signature

TITLE _____

ADDRESS _____

PART A

The minimum requirements for the new Concession Contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, the proposal will be considered non-responsive. A copy of Part A must be included in the Offeror's response package. (The requirements of Part B outline detailed subfactor submissions referenced in this part, as well as additional secondary selection factors.)

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA.

The Offeror agrees to comply with all terms and conditions in the Contract, including compliance with all applicable laws, including, without limitation, environmental protection and conservation laws, under the terms and conditions specified in the Concession Contract.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

The Offeror agrees to comply with all the terms and conditions specified in the Concession Contract, including its exhibits.

The Offeror agrees to operate at the currently approved rates, as provided in Appendix A during the term of the Concession Contract until such time as a new rate schedule is approved by the Secretary, in accordance with the NPS Concessions Management Improvement Act of 1998 (P.L. 105-391.) A selected Offeror may request a rate increase at any time after the selection of the best proposal is made by the National Park Service.

The Offeror agrees to accept the Concession Facilities, and any assigned government personal property "as is" as required by the Draft Concession Contract, Section 8(f).

The Offeror accepts the draft Operating Plan included as Exhibit A of the draft Concession Contract.

The Offeror accepts the draft Maintenance Plan included as Exhibit E of the draft Concession Contract.

The Offeror agrees to implement an equal opportunity program and comply with the terms of the Equal Opportunity accessibility requirements of the draft Concession Contract.

The Offeror agrees to develop and implement an effective health and safety program (Risk Management Program), according to the requirements of the draft Operating Plan for such programs.

The Offeror agrees to meet the public liability and property insurance requirements of the Draft Concession Contract and agrees to provide property and liability insurance of at least the types and levels of coverage described in the Draft Concession Contract.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE MINIMUM REQUIREMENTS FOR THIS PART. INFORMATION IS REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IN PART B.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum annual franchise fee equal to either 3% of gross receipts or a flat fee of \$200.00, whichever is greater.

PART B

When evaluating each selection factor in Part B, the National Park Service may consider information contained throughout the Offeror's proposal. However, Offeror's must provide all of the information required in each of the following Selection Factors and subfactors to be considered responsive. If the Offeror proposes financial commitments in response to any Selection Factor, the responses will be closely reviewed and analyzed against any financial statements and supporting documents submitted by the Offeror in its proposal.

Please specify at the beginning of your response to Part B which, if any, of the "Authorized" (i.e. optional) services you propose to provide [please refer to the charts on page one of the Summary Of Business Opportunity section of this Prospectus for additional information regarding "Required" and "Authorized" services].

Your decision regarding whether or not to offer "Authorized" services will not influence the evaluation of the proposal. However, if an "Authorized" service is offered, information regarding it should be submitted in response to applicable Selection Factors and that information will be used to evaluate your response to the Selection Factors.

Offerors must provide the information required in Part B to be considered responsive.

PRINCIPAL SELECTION FACTORS

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA. (0-5 POINTS)

***Note to Offeror:** This selection factor is concerned with objectives that relate specifically to the protection of the particular resources of the Park area. Objectives for improvement of the natural environment in general (waste reduction, fuel efficiency, recycling, etc.) are addressed under secondary selection factor 1. Please avoid overlap between responses here and responses to secondary selection factor 1. For this Principal Selection Factor, please respond only with the information requested in the subfactors.*

Service Objectives

The Service's objectives under this factor are for the Concessioner to protect, conserve, and preserve the Concession Facilities and affiliated park resources.

Subfactor 1(a). Preservation and Maintenance of Historic and Non-historic Facilities

Demonstrate your experience and expertise relating to the preservation and maintenance of historic and non-historic facilities by providing the following information:

Preservation and Maintenance of Facilities

- 1) Describe how you will determine and monitor the condition of the real property assets you manage. Explain how you accomplish this for individual assets as well as for categories of assets.

- 2) Describe your process of setting project priorities among the real property assets you manage. Explain how you use this process to determine your priorities. Provide two examples of how you used this process and the outcome of this work.

Subfactor 1(b). Interpretive Information

The RNSP believes that environmental stewardship is enhanced through interpretive informational activities and visitor education. Including interpretive activities and visitor education helps ensure the Offeror's commitment to protecting, conserving and preserving park resources and procedures.

Please outline the staff training you will provide to ensure your staff is committed to providing interpretive informational activities and visitor education at Redwood National and State Parks.

Subfactor 1(c). Environmental Stewardship

The RNSP believes that environmental stewardship is enhanced through environmental leadership and staff training. Training ensures that all staff are aware of the Offeror's commitment to protecting, conserving and preserving park resources and procedures while performing job duties.

Please outline the staff training you will provide to ensure your staff is committed to environmental stewardship at Redwood National and State Parks.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0-5 POINTS)

For this Principal Selection Factor, please respond only with the information requested in the subfactors.

Service Objectives

The Service's primary objective regarding the visitor services to be provided under the Draft Contract is for the Concessioner to deliver high quality visitor services. Though many factors influence this objective, the Service has chosen to focus on the following areas:

- High quality workforce
- Integration of interpretive informational activities into hostel operations through visitor education
- Effective measures of customer satisfaction

Subfactor 2(a). Operation and Management of Hostel

Describe how you will operate and manage the hostel. Identify the specific services, operating season, and activities you propose. Include sample schedules showing the times and duration of all services to be offered. Indicate the number and group size of any special events or other unique activities you propose.

Subfactor 2(b). Staffing

Explain how you will provide a high quality, skilled, and motivated employee staff in a remote location by providing the following information:

- 1) Identify your selection process for filling manager and staff position including the knowledge, skills and abilities you would seek.
- 2) Provide two examples from the last five years of your operational challenges in managing a seasonal operation. For each, provide the following:
 - a) Description of the challenge.
 - b) The methods you used to overcome the identified challenge.
 - c) Your evaluation of what was successful, what was less than successful, and lessons learned from the experience.

Subfactor 2(c). Marketing

Describe the ways you would market the hostel to increase occupancy rates. Include entities you would target as well as advertising strategies.

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)

***Note to Offeror:** To assist in the evaluation of proposals under this and other selection factors, please provide the following information regarding your organizational structure. This information will be utilized for assessing response to various selection factors.*

Identify the Offeror and each business organization, operator and any parties involved in the management of the proposed Concession operation. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of the proposal, demonstrate that the individual(s) or organization(s) that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be a qualified person as defined in 36 CFR §51.3.

If you are a partnership or sole proprietor, use the **Business Organization Information Form** entitled “*Business Organization and Credit Information – Partnership or Sole Proprietor*”. If you are a corporation, use the **Business Organization Information Form** entitled “*Business Organization and Credit Information – Corporation*”. When the appropriate form is completed, the Business Organization Information Form should:

- 1) Identify the “Offeror” formally
- 2) Explain the legal form and formal structure of the Offeror
- 3) Identify and describe the owners of the Offeror, including, without limitation, all levels of parent organizations, their relationship of the Offeror and the precise extent of their ownership interest.
- 4) Identify all related, subordinate, or superior business organizations and any other organizations, contractors, or subcontractors that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice.
- 5) Identify how long the Offeror has existed as a legal entity
- 6) Identify the principle lines of authority within your business organization. Please provide an organizational chart as well.
- 7) Identify the person whom the Service will work with regarding day-to-day operations and issues.

Subfactor 3(a). Operational Experience

- 1) Please state how long you have been providing services similar to those that are to be provided under the contract.
- 2) Please state in detail your overall background and experience in providing hostel services.

Subfactor 3(b). Human Resources

- 1) Please state the function of all identified key positions (including duties, number of people supervised, estimated hours per week performing role, etc.).
- 2) Submit resumes of key individuals that you will employ to carry out management and operations under the contract.

(Note to Offeror: Use the form contained in this section of this prospectus for this purpose.)

BUSINESS ORGANIZATION AND CREDIT INFORMATION
PARTNERSHIP, SOLE PROPRIETOR, OR LIMITED LIABILITY COMPANY
(PRINCIPAL SELECTION FACTOR 3)

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
Form of Business:	
<input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Other (please describe) <input type="checkbox"/> LLC	
Years in Business	

OWNERSHIP			
Names & Addresses of Each Partner or Sole Proprietor	Percentage of Ownership	Current Value of Business	Role in Providing Concession Services

Attach:

Applicable legal agreement: Partnership Agreement(s) or Operating Agreement

**BUSINESS ORGANIZATION AND CREDIT INFORMATION
CORPORATION
(PRINCIPAL SELECTION FACTOR 3)**

Name of Entity		
Address		
Telephone Number		
Fax Number		
Email Address		
Contact Person		
Title		
Tax ID#		
State of Incorporation		
Date of Incorporation		
OWNERSHIP	NUMBER AND TYPE OF SHARES OR PERCENTAGE OF OWNERSHIP	CURRENT VALUE OF INVESTMENT
Names and addresses of those with controlling interest or key principals of corporation		
Total of All		
Total Shares Outstanding		

CORPORATE OFFICERS AND BOARD OF DIRECTORS	ADDRESS	TITLE AND/OR AFFILIATION

Attach:
 Articles of Incorporation
 By-Laws
 Corporate Good Standing Certificate

RESUME
INDIVIDUAL EXPERIENCE AND RELATED BACKGROUND
(PRINCIPAL SELECTION FACTOR 3)

Note to Offeror: Complete for each person who will have any role in the management of this business.

Name

Address

Telephone Number

Fax Number

Education, Degrees, Licenses, Designations, Special Skills

Name of Current Employer

Address

Nature of Business

Dates of Employment

Title of Position Most Recently Held

Description of Duties and Responsibilities (include number of people supervised)

Proposed Role in Concession Operation

Qualifications for that Role

Estimated Time per Week Dedicated to that Role

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)

Note to Offeror: In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror. Also describe the Offeror's financial relationship to the proposed Concessioner.

Subfactor 4(a). Credit Information

Please prepare the Business Credit Information form provided at the end of this section to further demonstrate that you are financially sound and have a history of meeting your financial obligations.

Subfactor 4(b). Acquisition and Start-Up Costs

Please list in the format of the table below, the property (such as furniture, appliances, office equipment, etc.) with monetary value over \$500 that you will be using for this operation. Please note whether you currently own this property or not.

Personal Property Items	Quantity	Total Value	Currently Own (Yes/No)

Subfactor 4(c). Sources and Availability of Funds

Please estimate the amount of money that you will need to begin operating the business. Only provide estimates for those items that you need to acquire in order to begin operating. Do not include items that you already own. For cash, estimate the amount of cash that you will need to have available (after purchasing any needed personal property items, supplies, "other") in order to begin operating the business.

Acquisition/Investment Category	Acquisition/Investment Amount
Personal Property (F, F & E or Equipment)	\$
Merchandise and/or Supplies	\$
Working Capital (Cash)	\$
Other (Please Detail)	\$
Total Funds Needed	\$

- 1) Please document your ability to obtain these funds (or that you already have them). The documentation must be sufficient to convincingly demonstrate to the Service that the funds are available to you. For example, provide bank statements that demonstrate that you have the funds in hand, or, provide compelling evidence that you will be able to obtain the funds.

- 2) If funds are to be obtained from a lending institution (banks, savings and loans, etc.), include a letter (addressed to the lender and containing all appropriate bank contact information) permitting the lender to release any information to the National Park Service concerning the financing arrangements of this opportunity. Include the contact name on the letter.
- 3) If funds are to be borrowed from an individual, or other entity whose primary funding source is an individual or other entity, please provide documentation sufficient to demonstrate that the individual or entity has the funds available to lend to you. Additionally provide a statement identifying the terms and conditions of the commitment.

Subfactor 4(d). Financial Viability of Proposal

Demonstrate that your proposal is financially viable. Using the forms located at the end of this section, and following the guidelines below, provide projected estimates of the revenues and expenses of the Concession business in the form of annual prospective income and cash flow statements for the Concession Contract's term. The Service has provided forms that request the information in the format desired. These forms may differ from the format and requirements set forth in generally accepted auditing standards ("GAAS") with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS. In situations where the information requested departs from GAAS, the National Park Service requests that the information be provided in the format requested and NOT in conformance with GAAS.

Additional instructions regarding the forms:

- 1) State and incorporate the annual inflation rate and estimates of real growth you anticipate.
- 2) You may expand on the information requested on the form, but do not provide less, do not reduce the captions called for, and do not change the order of items.
- 3) Do not add or eliminate columns or rows on the Excel spreadsheets provided in the Appendix. If you wish to provide additional information, do so in additional spreadsheets (outside of the ones provided). If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables.
- 4) Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to allow a reviewer to determine the basis for the estimates and make a determination of whether or not the projections are realistic.
- 5) In particular, if you intend to assess a Management Fee, or other form of corporate overhead and profit, you must CLEARLY describe what this fee is comprised of (Officer salaries, human resources, accounting, marketing, profit, etc.).
- 6) Complete all of the forms provided and submit both hard copy and electronic Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score. Use the form included in the electronic version of the Operating Assumptions – Prospective Income Statement form (provided in the Appendix). The financial basis of any projections that show significantly increased revenues and/or decreased expenses from the projections provided in the Prospectus must be fully explained.
- 7) Only projected receipts and expenses related to the services which are Required by the Draft Contract and those you choose to operate under Authorized services are to be included in your prospective statement. Please clearly identify which receipts and expenses are related to required or authorized services.
- 8) Please identify any authorized services that will be provided and include related financials in your financial projections.

BUSINESS CREDIT INFORMATION
(PRINCIPAL SELECTION FACTOR 4)

Note to Offeror: Questions 1-5 apply to the business and any of the principals in the business.

- 1) Has the Offeror ever defaulted from or been terminated from a management or Concession Contract, or been forbidden from contracting by a public agency or private company?

☐ YES ☐ NO

If YES, provide full details of the circumstances

- 2) List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past 10 years. (If none, then so indicate). Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate. Attach an *explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.*

Name of Property	City, State	Property Type	Approximate Loan Amount	Lender	Year of Event

- 3) Has the Offeror, any parent company, or any of its principals, at any time in the last 5 years received (whether as a principal or employee of Offeror or otherwise) received any notice(s) of violation, fines, and/or penalties from any Federal, State, or local government or government agency. If so, provide information regarding why the notice(s) of violation, fines, and/or penalties was issued, the date issued, by whom issued, and how the notice(s) of violation, fines, and/or penalties was addressed. (If none, then so indicate).
- 4) Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the Offeror. (If none, then so indicate).
- 5) Attach the following:
- (i) Provide a **CURRENT** credit report (within the last six months) from a major credit reporting company such as Equifax, Experian, or Dunn & Bradstreet.
 - (ii) Financial statements for the two most recent fiscal years. If financial statements have been audited, the related audit report, notes to the financial statements and similar explanatory material should be included. For sole proprietors, the financial statement will be a personal financial statement and should include both an income statement and a balance sheet. An income statement lists all of your income and expenses for your most recent fiscal year. A balance sheet lists everything that you own and everything that you owe as of the day that you apply (or, if you prefer, as of the last day of your most recent fiscal year). For partnerships, the financial statements will be a personal financial statement for general partners and should include both an income statement and a balance sheet. An income

statement lists all of your income and expenses for your most recent fiscal year. A balance sheet lists everything that you own and everything that you owe as of the day that you apply (or, if you prefer, as of the last day of your most recent fiscal year).

PROFORMA INCOME STATEMENT
(PRINCIPAL SELECTION FACTOR 4)

Note: depending on the dollar threshold, some lines may not be used, please place "N/A" in these lines

Based on Calendar year ends Beginning January 1, and ending December 31

CONCID

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue					
Lodging (Required Service)	\$0	\$0	\$0	\$0	\$0
Lodging (Authorized Service)	\$0	\$0	\$0	\$0	\$0
Merchandise/Grocery Revenues	\$0	\$0	\$0	\$0	\$0
Other (If Any Please Describe)	\$0	\$0	\$0	\$0	\$0
Other (If Any Please Describe)	\$0	\$0	\$0	\$0	\$0
Total Gross Revenue (see note 1)	\$0	\$0	\$0	\$0	\$0
Cost of Sales					
If Any Please Describe	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$0	\$0	\$0	\$0	\$0
Gross Profit	\$0	\$0	\$0	\$0	\$0
Direct Expenses					
Wages	\$0	\$0	\$0	\$0	\$0
Taxes and Benefits	\$0	\$0	\$0	\$0	\$0
Other Direct	\$0	\$0	\$0	\$0	\$0
Total Direct Expenses	\$0	\$0	\$0	\$0	\$0
Undistributed Expenses					
Administrative and General-Payroll, Taxes and Benefits	\$0	\$0	\$0	\$0	\$0
Administrative and General-Other	\$0	\$0	\$0	\$0	\$0
Marketing	\$0	\$0	\$0	\$0	\$0
Repair and Maintenance	\$0	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0	\$0
Management Fee	\$0	\$0	\$0	\$0	\$0
Total Undistributed (see note 2)	\$0	\$0	\$0	\$0	\$0
Fixed Expenses					
Property Taxes	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0
Franchise Fees	\$0	\$0	\$0	\$0	\$0
Repair and Maintenance	\$0	\$0	\$0	\$0	\$0
Capital Lease	\$0	\$0	\$0	\$0	\$0
Personal Property Replacement	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
Total Fixed Expenses (see note 3)	\$0	\$0	\$0	\$0	\$0
EBITDA (see note 4)	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0
Amortization	\$0	\$0	\$0	\$0	\$0
Net Profit Before Taxes	\$0	\$0	\$0	\$0	\$0
Income Tax	\$0	\$0	\$0	\$0	\$0
Net Income	\$0	\$0	\$0	\$0	\$0

NOTES:

1. The Gross Receipts projection must be based on the current approved rate schedule. If applicable, show gross receipts by departments (separate revenue activities- e.g., guide services, gift sales, snack bar revenue, etc.)
2. Administrative and General should include the costs of managing the business. Costs may include items such as: credit card commissions; legal and accounting fees; travel, meals and entertainment; postage and printing; professional training; and telecommunications expenses, etc.
3. Insurance: As required in Exhibit F of the Draft Contract
4. Earnings before Interest, Taxes, Depreciation and Amortization

OPERATING ASSUMPTIONS
(PRINCIPAL SELECTION FACTOR 4)

Based on Calendar year ends Beginning January 1, and ending December 31
CONCID

General

Contract Start Date
Revenue Inflation
Expense Inflation
Franchise Fee (%)

Revenue Build Up

Year 1	Year 2	Year 3	Year 4	Year 5
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Required Hostel Lodging

Available Beds
Beds Sold
Average Bed Rate
RevPAR

\$0	\$0	\$0	\$0	\$0

Required Hostel Lodging Revenues

Authorized Hostel Lodging

Available Beds
Beds Sold
Average Bed Rate
RevPAR

\$0	\$0	\$0	\$0	\$0

Authorized Hostel Lodging Revenues

Total Lodging Revenues

\$0	\$0	\$0	\$0	\$0
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Other (Describe)

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Other (Describe)

--	--	--	--	--

Other (Describe)

--	--	--	--	--

Total Revenue

\$0	\$0	\$0	\$0	\$0
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Expense Assumptions:

Descriptions

PROSPECTIVE CASH FLOW STATEMENT
(PRINCIPAL SELECTION FACTOR 4)

Based on Calendar year ends Beginning January 1, and ending December 31

CONCID

	Year 1	Year 2	Year 3	Year 4	Year 5
Net Income	\$0	\$0	\$0	\$0	\$0
Adjustment to Reconcile Cash Flow					
Depreciation	\$0	\$0	\$0	\$0	\$0
Amortization	\$0	\$0	\$0	\$0	\$0
Gain/Loss on Sale of Fixed Assets					
Change in working capital					
Other (describe)					

Net Cash Provided by Operating Activities	\$0	\$0	\$0	\$0	\$0
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Financing Activities

Dividend					
Notes Payable					
Other Cash Contributed By Owner					

Net Cash (Used in) Provided By Financing Activities	\$0	\$0	\$0	\$0	\$0
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Investment Activities

Purchase of capital assets	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0

Net cash used in investing activities	\$0	\$0	\$0	\$0	\$0
--	-----	-----	-----	-----	-----

Total Cash Flow	\$0	\$0	\$0	\$0	\$0
------------------------	-----	-----	-----	-----	-----

Cash beginning of year					
Cash end of year					

PRINCIPAL SELECTION FACTOR 5. FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)

The minimum annual franchise fee acceptable to the Service will be equal to either three percent (3.0%) of gross receipts or a flat fee of \$200.00, whichever is greater.

The offer of a higher minimum franchise fee than the minimum franchise fee stated in the Prospectus is generally beneficial to the Service and, accordingly, may result in a higher score under this selection factor. However, consideration of revenue to the United States will be subordinate to the objectives of protecting, conserving, and preserving resources of the Park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

State the amount of franchise fee that you propose, such fee must at least equal the minimum franchise fee set forth above, express the fee in the following format:

_____ % of annual gross receipts or \$_____, whichever is greater.